



STATE OF CONNECTICUT  
GOVERNOR DANIEL P. MALLOY

# Nonprofit Toolkit

A Resource Provided by the Governor's Office  
through the  
Nonprofit Liaison to Governor Daniel P. Malloy

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## INTRODUCTION

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I am pleased to introduce this Nonprofit Toolkit. The goal of this Toolkit is to assist you in finding appropriate and relevant information applicable to you as a nonprofit service provider.

This Nonprofit Toolkit is a compilation of some of the information most frequently requested of our office. This resource is constantly evolving, with the latest date of revision noted in each of the sections. This toolkit is available for download from my website, in the “Resources” section: <http://www.governor.ct.gov/malloy/cwp/view.asp?a=3997&q=512660>, with a notation of the latest date of revision. See the Table of Contents beginning on the next page for links to each section of the Toolkit.

Please feel free to share this Toolkit.

If you have further questions about this resource or would like to provide feedback, including suggestions for additional sections, please contact:

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Thank you for all that you do,

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STATE OF CONNECTICUT  
**GOVERNOR DANIEL P. MALLOY**

## NONPROFIT LIAISON TO THE GOVERNOR

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The partnership of state agencies and private providers is integral for the delivery of services to many of our residents who require assistance in their lives. In recognition of this important relationship, and in support of the state's safety net, Governor Malloy established the position of Nonprofit Liaison. The Governor's Nonprofit Liaison interacts and communicates directly with the nonprofit community-based health and human services providers, as well as other nonprofit organizations, and advises the Governor with regard to policy initiatives and other measures that will benefit this partnership. The Nonprofit Liaison coordinates efforts to implement these policy reforms.

Governor Malloy [appointed Terry Edelstein](#) to serve as Nonprofit Liaison in August 2012.

In addition to her responsibilities in this role, Terry serves as co-chair of the [Governor's Cabinet on Nonprofit Health and Human Services](#) and is a member of the [Lieutenant Governor's Health Care Cabinet](#). She has served as a member of the [Governor's Sandy Hook Advisory Commission](#) and is a member of the Leadership Committee of the Legislature's [CT Kids Report Card project](#). In June 2014 Governor Malloy appointed Terry to serve on his [Intellectual and Developmental Disabilities Working Group](#). Terry also serves on the [Long Term Recovery Committee of the State's Disaster Recovery System](#).

Prior to her appointment, she served as the President/CEO of the Connecticut Community Providers Association.

### *CONTACT INFORMATION*

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Website: <http://www.ct.gov/malloy/cwp/view.asp?a=3997&q=512660>

## *MAILING LIST*

To be included on the Nonprofit Liaison's mailing list, send an e-mail to Amy Tibor at [Amy.Tibor@ct.gov](mailto:Amy.Tibor@ct.gov) or call Amy at (860) 418-6287.

- Nonprofit Liaison mailing list – receive occasional alerts, news briefings and updates
- The Governor's Cabinet on Nonprofit Health and Human Services mailing list – receive news about the work of the Cabinet including meeting announcements and materials

## *GOVERNOR'S CABINET ON NONPROFIT HEALTH AND HUMAN SERVICES*

The Governor's Cabinet on Nonprofit Health and Human Services was established in September of 2011 to analyze existing public-private partnerships with respect to the state's health and human services delivery systems and to make recommendations to enhance the effectiveness of those systems in regard to client outcomes, cost-effectiveness, accountability and sustainability.

The Cabinet serves as a vehicle for providing critical, up-to-date information for nonprofit health and human service providers and a venue to promote "best practices."

To be included on notifications for the Cabinet and/or Work Group meetings and mailings please contact Amy Tibor, Executive Secretary, Office of Policy and Management via email, at [Amy.Tibor@ct.gov](mailto:Amy.Tibor@ct.gov).

More information about the cabinet can be found by visiting its website:  
<http://www.ct.gov/opm/cwp/view.asp?a=2998&Q=490946>





STATE OF CONNECTICUT  
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## BONDING FOR CAPITAL EXPENDITURES

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### *THE STATE BOND COMMISSION*

The State Bond Commission is convened by the Governor on a monthly basis to approve the issuance of state bonds.

The State Bond Commission agenda may include awards to nonprofit organizations, which take the form of grants funded through the Office of Policy and Management (OPM), the Department of Children and Families (DCF), the Department of Developmental Services (DDS), the Office of Early Childhood (OEC), the Department of Economic and Community Development (DECD), the Department of Housing (DOH), the Department of Mental Health and Addiction Services (DMHAS), the Department of Social Services (DSS), and other state agency bond pools.

To see the agenda and minutes for all archived Commission meetings, please visit the State Bond Commission Archived Agendas page: <http://www.ct.gov/opm/cwp/view.asp?a=3010&q=400908>

State Bond Commission Homepage: <http://www.ct.gov/opm/cwp/view.asp?q=382918>

## *OFFICE OF POLICY AND MANAGEMENT BONDING*

### **Nonprofit Grant Program—A Capital Bonding Program**

In 2013, Governor Malloy proposed a Nonprofit Grant Program (NGP) to support the infrastructure needs of nonprofit organizations. The Legislature supported the Governor's initiative and \$20 million was allocated in each year of the biennium (FY14 and FY15) for the Nonprofit Grant Program.

Due to the high volume of requests, the Governor proposed and the Legislature supported an additional \$30 million for FY15, bringing the total for the two years to \$70 million.

For FY16 and FY17, the Governor has proposed additional funding of \$10 million in each year of the biennium.

The NGP established in PA 13-239 and amended in PA 14-98 provides “grants-in-aid to private, nonprofit health and human service organizations that are exempt under Section 501(c)(3) of the Internal Revenue Code of 1986, and that receive funds from the state to provide direct health or human services to state agency clients, for alterations, renovations, improvements, additions and new construction, including health, safety, compliance with the Americans with Disabilities Act and energy conservation improvements, information technology systems, technology for independence, purchase of vehicles and acquisition of property.”

The goal of the Nonprofit Grant Program is to enhance service delivery efficiency and effectiveness as well as address health, safety, and accessibility issues with respect to health and human services provided by nonprofit organizations.

A unique feature of the NGP is that the full allocation for all eligible projects is approved by the State Bond Commission as a lump sum, rather than as allocations to individual projects. This leads to an expedited process for issuing NGP funds.

- There were 146 projects funded in FY14, a list of which can be viewed here: <http://www.ct.gov/opm/cwp/view.asp?a=2978&q=544402>
- In January 2015, an additional 130 projects were funded with \$20 million in FY15 funds: <http://www.ct.gov/opm/cwp/view.asp?a=2978&q=562548>
- For future updates on the Nonprofit Grant Program, please visit its web page: <http://www.ct.gov/opm/cwp/view.asp?a=2978&q=530538&opmNav=|>

Information about the availability of future funding will be issued through the Department of Administrative Service (DAS) procurement site (<http://das.ct.gov/cr1.aspx?page=8>, click on the “State Contracting Portal” link) and will also be posted on the [OPM website](#).

#### Agency Contact Information:

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## Nonprofit Collaboration Incentive Grant Program

The Office of Policy and Management (OPM) has previously issued Requests for Applications for the Nonprofit Collaboration Incentive Grant Program (NCIP). The purpose of the NCIP is to provide grants for one-time infrastructure costs to implement consolidations of programs and services resulting from the collaboration of two or more nonprofit organizations. The goal of the NCIP is to improve efficiency and effectiveness of services through consolidations and collaborations between and among nonprofit providers currently providing services in Connecticut.

Information about any future RFAs will be issued through the Department of Administrative Service (DAS) procurement site (<http://das.ct.gov/cr1.aspx?page=8>, click on the “State Contracting Portal” link) and will be posted on the [OPM website](#).

### Agency Contact Information:

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## Urban Act Grants

Funds available through Urban Act Grants are awarded to municipalities designated as (1) economically distressed as defined by CGS Sec. 32-9p(b), (2) public investment communities, or (3) urban centers under the state's Plan of Conservation and Development, **not directly to nonprofit organizations**. However, municipalities may use funds to contract with nonprofit providers for any of the applicable services, including:

1. Economic development projects such as:
  - (a) Building or rehabilitating commercial, industrial, or mixed-use structures and
  - (b) Constructing, reconstructing, or repairing roads access ways, and other site improvements;
2. Urban transit;
3. Recreation and solid waste disposal projects;
4. Social service-related projects, including day care centers, elderly centers, domestic violence and emergency homeless shelters, multi-purpose human resource centers, and food distribution facilities;
5. Housing projects;
6. Pilot historic preservation and redevelopment programs that leverage private funds; and
7. Other projects involving economic and community development, transportation, environmental protection, public safety, and social service programs.

For more information, please see the Office of Legislative Research's report on Urban Act Grants [here](#) (PDF report from 2013).

Contact your municipality directly for more information.

## ***DEPARTMENT OF CHILDREN AND FAMILIES BONDING***

DCF has three pools of funds for contracted providers that may or may not be fully funded in a given budget year. Those pools of funds are available to: 1) residential facilities, group homes, shelters, and permanent family residences; 2) private nonprofit mental health clinics for children; and 3) private nonprofit organizations for construction of renovation for recreation or education.

### **Eligibility requirements:**

Eligible organizations are private nonprofit providers, who receive funding through a Human Service Contract from DCF. The particular site, for which funds are being requested, must receive service funding from DCF through a Human Service Contract and serve DCF children.

### **Process for receiving Bond Funds:**

DCF notifies its nonprofit providers when bond funds become available. Should an agency experience an emergency at a time when DCF is not seeking applications, the agency is encouraged to contact DCF immediately for assistance on how to obtain funding.

### **Agency Contact Information**

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Contracts Management  
DCF Central Office  
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## *DEPARTMENT OF DEVELOPMENTAL SERVICES BONDING*

### **Grant-in-Aid Program**

DDS is authorized to make grants to private nonprofit organizations for alterations, repairs, and improvements to non-residential facilities operated by nonprofit organizations that are funded by DDS. From the DDS website:

“Agencies that desire access to Grant-in-Aid Program funds should complete and submit an application and all the required forms to DDS’s Central Office. Applications and requests for funding will be reviewed on a regular basis by the Department’s Central Office Committee, and recommendations will be made to the Commissioner.”

Projects approved by DDS will be submitted to OPM for inclusion as an agenda item at a future State Bond Commission meeting.

Grants that are issued require a lien be placed on the property for 10 years. If the property is no longer used by the grantee exclusively to serve DDS clients in DDS-funded day programs, the pro rata portion of the unexpired 10-year lien period is applied to the grant amount and the prorated amount must be returned to DDS.

More information about the Grant-in-Aid Program can be found by clicking on “Grant/Loan Program” at the following DDS website:

<http://www.ct.gov/dds/cwp/view.asp?a=3166&q=391042&ddsNav=|>

Contract Provider Forms: <http://www.ct.gov/dds/cwp/view.asp?a=2054&q=327878>  
(Both Word and PDF versions available)

### Agency Contact Information:

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### **Community Residential Facility Revolving Loan Fund**

There are two programs run through the Community Residential Facility Revolving Loan Fund: The Mortgage Program and the Loan Fund for Capital Improvements and Repairs. This is not a bonding program, but does provide loans for capital improvements. For more information, please see the Department of Developmental Services section within “RFPs and Other Funding Sources”. [[Jump to section](#)]

## *OFFICE OF EARLY CHILDHOOD BONDING*

### **Early Childhood Bond Funds Grant Program for Minor Capital Improvements**

Bond funds are available to provide grants-in-aid to sponsors of school readiness and state-funded day care centers for facility improvements and minor capital repairs to that portion of facilities that house school readiness programs and state-funded day care centers. In 2014, the State Legislature amended the eligibility criteria (see Section 72 and 75 of Public Act 14-98) so that only child care programs that receive School Readiness grants or that operate under state-funded contracts are eligible to respond to requests for proposals (RFPs) for this funding.

From the 2014 RFP for the Early Childhood Bond Funds Grant Program for Minor Capital Improvements,

“Early childhood providers have reported physical barriers to maintaining and achieving quality facilities. To help address building and site deficiencies, and to promote the health, safety and learning of children in appropriate environments, funds will be granted for facility improvements and minor capital repairs; the repairs must be done to the part(s) of the facilities that house school readiness programs and state-funded day care centers to businesses or entities that currently accept School Readiness or Child Day Care funding, for facilities where children are currently located or will be relocated.

“Eligible minor capital projects include repair and replacement work and other general improvements not covered by the State’s existing public school construction grant program. (See Chapter 173 of the Connecticut General Statutes.)”

To view current open RFPs related to this bond, please visit their website:

<http://www.ct.gov/oec/cwp/view.asp?a=4541&q=546570>

More information about the Bond Funds Grant Program for Minor Capital Improvements can be found at the following PDF:

[http://www.ct.gov/oec/lib/oec/earlycare/minor\\_capital\\_improvements\\_summary.pdf](http://www.ct.gov/oec/lib/oec/earlycare/minor_capital_improvements_summary.pdf)

### **Contact Information**

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## *DEPARTMENT OF HOUSING BONDING*

### **Affordable Housing Program (FLEX)**

From the Department of Housing website:

#### Purpose

The Affordable Housing Program (FLEX) is the Department of Housing's primary housing production program. The program provides quality, affordable housing for Connecticut residents, promotes and supports homeownership and mixed income developments, and assists in the revitalization of urban and rural centers.

#### Process

Applicants seeking funding may apply in any of the funding rounds set forth on the current Funding Schedule (available at [http://www.ct.gov/doh/lib/doh/funding\\_schedule\\_fy\\_2015\\_revised.pdf](http://www.ct.gov/doh/lib/doh/funding_schedule_fy_2015_revised.pdf)) for which they are eligible. Applicants must complete the [DOH/CHFA Consolidated Application](#).

#### Eligible Uses of Affordable Housing funds

- Acquisition
- Rehabilitation
- New Construction
- Demolition
- Homeownership
- Multi-family rental housing
- Adaptive re-use of historic structures
- Special needs housing
- Redevelopment of vacant properties
- Infrastructure improvements
- Housing for individuals or families with incomes up to 100% of Area Median Income

**Website:** <http://www.ct.gov/doh/cwp/view.asp?A=4513&Q=530480>

**Statutory Link:** [Connecticut General Statute, Chapter 127c, Section 8-37pp](#)

**Regulatory Link:** [Regulations of Connecticut State Agencies Sec. 8-119jj-1 through Sec. 8-119jj-15](#) and [Sec. 8-119jj-16 through Sec. 8-119jj-29](#)

### **Agency Contact Information**

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### **Other Funding Opportunities**

There are many other funding opportunities through the Department of Housing that are not bond funds. For more information, please see the Department of Housing section within "RFPs and Other Funding Sources" [[Jump to section](#)], as well as the link above to the current Funding Schedule.

## *DEPARTMENT OF MENTAL HEALTH & ADDICTION SERVICES BONDING*

The Department of Mental Health and Addiction Services (DMHAS) has bond funds available for DMHAS grant-funded nonprofit providers specifically designated for renovations, repairs, improvements, and down payment assistance.

Only private nonprofit providers who receive funding through a DMHAS Human Service Contract are eligible to submit an application for Grant-in-Aid bond funds. General hospitals are excluded from applying. The particular site for which funds are requested must house a DMHAS-funded program.

In reviewing bond fund applications, DMHAS will utilize the following hierarchy to prioritize projects for funding:

- Code Compliance Requirements: Projects which bring a site into compliance with state or local fire, health and safety code requirements
- Code Recommendations: Projects which address recommendations made by state or local fire, health and safety code officials
- Upgrades: Projects which improve the functioning, energy efficiency or appearance of the site.

In addition, higher priority will be given to residential sites which house DMHAS clients.

Projects approved by DMHAS will be submitted to OPM for inclusion as an agenda item at a future State Bond Commission meeting.

A copy of the Department of Mental Health and Addiction Services Bond Fund Application can be found here: <http://www.ct.gov/dmhas/lib/dmhas/forms/BondFundApplication.pdf>

### **Agency Contact Information**

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## *DEPARTMENT OF SOCIAL SERVICES BONDING*

### **Neighborhood Facilities Program**

The Neighborhood Facilities Program provides grants from state bond funds to municipalities or qualified 501(c)(3) nonprofit social service agencies for capital improvements to acquire, construct, or renovate physical structures to be used for child day care centers, shelters for victims of domestic violence, emergency shelters for the homeless, transitional housing, residential facilities for populations at risk, multi-purpose centers, and food distribution facilities.

Funds may be used for acquisition, construction, and/or renovations. Funds may not be used for program operation.

To provide an idea of what has been funded in the past, visit the link to see all current contracts associated with the Neighborhood Facilities Program:

<http://www.ct.gov/dss/cwp/view.asp?a=2345&q=539098>

The legislation providing these funds can be found at the following link, in Section 8-210:

[http://www.cga.ct.gov/current/pub/chap\\_133.htm](http://www.cga.ct.gov/current/pub/chap_133.htm)

Projects approved by DSS will be submitted to OPM for inclusion as an agenda item at a future State Bond Commission meeting.

### **Agency Contact Information**

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STATE OF CONNECTICUT  
GOVERNOR DANNEL P. MALLOY

## DEPARTMENT OF ADMINISTRATIVE SERVICES (DAS)

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### STATE CONTRACTING PORTAL

The Department of Administrative Services offers a number of products and services that can save your organization money. Most of the state's contracts are open for use by municipalities, public school systems, and nonprofit organizations. The DAS State Contracting Portal and Procurement notices are the best way to stay apprised of RFPs and buying opportunities.

If you are interested in viewing current open RFPs and Bids, visit the [State Contracting Portal Website](#)

*Stay up-to-date with all procurement announcements by subscribing to the daily DAS Procurement E-mail Alerts: [DAS Procurement Bidder Notification Registration](#)*

If you are interested in posting your organization's Bids and RFP solicitations on the Connecticut State Contracting Portal, email [bidposting@ct.gov](mailto:bidposting@ct.gov) for more information, or call 860-713-5430 to set up an account.

### Search for a Contract

[Use a keyword or commodity code to find a Contract](#)

For search instructions, open the [step-by-step guide for searching the State Contracting Portal](#) (Link will open a PDF)

### Supplier Diversity

The State's Supplier Diversity program targets at least 25% of the state's business be transacted with small businesses including those owned by minorities, women, and individuals with a disability. Visit the following website for more information and to complete the application:

<http://das.ct.gov/cr1.aspx?page=34>

### Contact DAS Contracting

To set up an account: (860) 713-5430

For general inquiries: (860) 713-5095

E-mail: [bidposting@ct.gov](mailto:bidposting@ct.gov)

Melissa Marzano, Purchasing Assistant

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## ***DAS PROGRAMS***

### **Purchasing Card (P-Card)**

The P-Card program is a credit card program co-sponsored by the Department of Administrative Services and the Office of the State Comptroller. It works like a personal credit card with custom features and built in controls to meet the specific needs of the cardholder's organization. This program should help the cardholder and organization save time and paperwork by more efficiently processing payments and invoices.

Use of the P-Card program requires signing up for P-Card Online (POL), and requires a DAS BizNet account. The links below will help get you started with this process.

- [Frequently Asked Questions about P-Cards](#)
- [Login to P-Card On-Line](#)
- [Instructions for P-Card Online System \(for Agency Coordinators\)](#)

For more information:

[Visit the DAS P-Card/Fuel Card Program Website](#)

Call 860-713-5072 or email [Kerry.DiMatteo@ct.gov](mailto:Kerry.DiMatteo@ct.gov)

### **State Surplus Property**

The Department of Administrative Services, State Property Distribution Program provides state agencies, municipalities, approved nonprofit organizations, and the bidding public with state surplus government property.

This program:

- Transfers state surplus property to state agencies
- Assists municipalities with the option of acquiring used items of good quality
- Holds public property and vehicle auctions
- Donates surplus property to approved nonprofit organizations

To subscribe to the DAS Auction Notification System: <http://das.ct.gov/Director.aspx?page=163>.

By subscribing, you will be notified electronically of upcoming State of Connecticut vehicle and property auctions.

Application for State Surplus Program:

[http://das.ct.gov/images/1090/PDC\\_System\\_App\\_rev\\_2014\\_07\\_31.xlsx](http://das.ct.gov/images/1090/PDC_System_App_rev_2014_07_31.xlsx)

For more information:

Website: <http://das.ct.gov/cr1.aspx?page=37>

Call: (860) 571-7445

### **Federal Surplus Property**

The Connecticut Federal Surplus Property Program is responsible for the administration and distribution of donated federal surplus property (excluding real estate) to eligible organizations, including:

- State or municipal government agencies
- Tribal nations
- Tax-exempt nonprofit health and educational organizations
- Educational radio and television stations, and
- Museums and public libraries

Recipients are only obligated to pay an administrative fee to DAS for the transfer of the property.

Interested organizations must register with the Department of Administrative Services Federal Surplus Property Program and be approved as an eligible organization for the acquisition of federal surplus property.

For more information:

Call (860) 713-5147 or visit <http://das.ct.gov/fp1.aspx?page=415> to complete the eligibility applications.

### **Food Distribution Program**

The State of Connecticut receives surplus food through the Federal Foods Distribution Program. This food is used to help meet the nutritional needs of school children, the elderly, and people in need. The Department of Administrative Services distributes the USDA Foods through the Connecticut Food Distribution Program. A list of links that provide more information can be found by visiting the program's website: <http://das.ct.gov/cr1.aspx?page=29>

The Food Distribution Program manual, including eligibility, can be found here: <http://das.ct.gov/FedFood/Databases/FDPManual.pdf>



STATE OF CONNECTICUT  
**GOVERNOR DANIEL P. MALLOY**

## RFPs & OTHER FUNDING SOURCES

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### *PURCHASE OF SERVICE CONTRACTS*

#### **Definition**

A POS contract is a contract between a state agency and a private provider organization or municipality for the purpose of obtaining direct health and human services for agency clients. The contract generally is not used for the sole purpose of purchasing administrative or clerical services, material goods, or training and consulting services. POS contracts cannot be used to contract with individuals. A State agency wishing to enter into a Purchase of Service (POS) contract must adhere to the procurement standards set forth in the Connecticut General Statutes and established by the Secretary of the Office of Policy and Management (OPM).

The Office of Policy and Management provides oversight to the ten state agencies issuing POS contracts:

- [State Department on Aging \(SDA\)](#)
- [Department of Children and Families \(DCF\)](#)
- [Department of Correction \(DOC\)](#)
- [Department of Developmental Services \(DDS\)](#)
- [Office of Early Childhood \(OEC\)](#)
- [Department of Housing \(DOH\)](#)
- [Department of Mental Health and Addiction Services \(DMHAS\)](#)
- [Department of Public Health \(DPH\)](#)
- [Department of Rehabilitation Services \(DORS\)](#)
- [Department of Social Services \(DSS\)](#)

In addition, the [Judicial Department Court Support Services Department \(CSSD\)](#) contracts with nonprofit providers.

An overview of POS contracting information including policies and business process reviews for each of the state agencies can be found at the OPM website:

<http://www.ct.gov/opm/cwp/view.asp?a=2981&q=382986>

Pursuant to former Governor Rell's Executive Order No. 3, all bids, RFPs, related materials, and resulting contracts and agreements must be posted on the "State Contracting Portal" maintained by DAS and available at <http://das.ct.gov/cr1.aspx?page=12>. All legal notices and RFPs must also be published on the agency's website.

**OPM Annual Report on Purchase of Service Contracts**

The OPM Annual Report on Purchase of Service (POS) Contracts summarizes information regarding POS contracting activity of state agencies. As required by Public Act 11-238, this report includes an assessment of the aggregate financial condition of nonprofit, community-based health and human services agencies that enter into POS contracts.

Follow the link below to view the Annual Legislative POS Reports from the Office of Policy and Management, which lists all POS contractors, by agency, by funding allocation.

[POS Annual Legislative Reports \[SFY '07-'14\]](#) (OPM Website)

**OPM Cost Standards**

The PDF document linked below establishes standards for determining the costs of contracts, grants, and other agreements with organizations that receive funding from the State of Connecticut.

[Purchase of Service: Cost Standards](#) – Document Date: January 14, 2014

**OPM Procurement Standards**

The purpose of the PDF linked below is to advise State contracting agencies and contractors about procurement standards and to provide guidance on how to implement them.

[Procurement Standards: For Personal Service Agreements and Purchase of Service Contracts](#) – Document Revised: December 5, 2014

***STATE DEPARTMENT ON AGING FUNDING OPPORTUNITIES***

Website: <http://www.ct.gov/agingservices/site/default.asp>

**RFPs**

All active State Department on Aging Request for Proposals will be posted to the [State Procurement Portal](#) and issued through DAS Procurement e-mail alerts.

***DEPARTMENT OF CHILDREN AND FAMILIES FUNDING OPPORTUNITIES***

Website: <http://www.ct.gov/dcf/site/default.asp>

**RFPs**

All active DCF Request for Proposals will be posted to the [State Procurement Portal](#) and issued through DAS Procurement e-mail alerts.

**POS and PSA Contract Information**

Additional DCF Purchase of Service contract information and materials can be found here: <http://www.ct.gov/dcf/cwp/view.asp?a=2555&Q=416236>

Personal Service Agreement contract information through DCF can be found here: <http://www.ct.gov/dcf/cwp/view.asp?a=2555&Q=416242>

## *DEPARTMENT OF CORRECTION FUNDING OPPORTUNITIES*

Website: <http://www.ct.gov/doc/site/default.asp>

### **RFPs and RFIs**

All active DOC Request for Proposals and Request for Information will be posted to the [State Procurement Portal](#) and issued through DAS Procurement e-mail alerts, or can be viewed at the DOC website: <http://www.ct.gov/doc/cwp/view.asp?a=1492&q=270106>

## *DEPARTMENT OF DEVELOPMENTAL SERVICES FUNDING OPPORTUNITIES*

Website: <http://www.ct.gov/dds/site/default.asp>

### **RFPs**

All active DDS Request for Proposals will be posted to the [State Procurement Portal](#) and issued through DAS Procurement e-mail alerts, or can be viewed at the DDS website, organized by region: <http://www.ct.gov/dds/cwp/view.asp?a=2856&q=332092>

### **Community Residential Facility Revolving Loan Fund**

There are two programs run through the Community Residential Facility Revolving Loan Fund available to private nonprofit organizations: The Mortgage Program and the Loan Fund for Capital Improvements and Repairs.

The *Mortgage Program* authorizes DDS to make loans to private nonprofit organizations for the construction, purchase and renovation, or rehabilitation of community-based residential facilities for persons with intellectual disabilities or autism spectrum disorder.

The *Capital Improvements and Repairs* loan program has narrower restrictions for use. Money can be loaned to organizations for the purposes of capital repairs and improvements to community based residential facilities (CLA) licensed for up to six beds. Examples of projects that capital improvement loans are used for include roof replacements, furnace replacements, kitchen renovations, and bathroom renovations.

For more information about the program, visit the DDS Revolving Loan Fund websites:

The Mortgage Program: <http://www.ct.gov/dds/cwp/view.asp?a=2054&q=292146>

Capital Improvements and Repairs: <http://www.ct.gov/dds/cwp/view.asp?a=2054&q=327922>

Contract Provider Forms: <http://www.ct.gov/dds/cwp/view.asp?a=2054&q=327878>

### **Agency Contact Information**

Kevin Lawton  
Budget Director, DDS  
460 Capitol Avenue  
Hartford, CT 06106  
Phone: (860) 418-6023  
Email: [kev.lawton@ct.gov](mailto:kev.lawton@ct.gov)

**Terry Edelstein, Nonprofit Liaison to the Governor**  
Governor's Office, State Capitol  
210 Capitol Avenue  
Hartford, CT 06106

Office: (860) 524-7385

[terry.edelstein@ct.gov](mailto:terry.edelstein@ct.gov)

## *OFFICE OF EARLY CHILDHOOD FUNDING OPPORTUNITIES*

Website: <http://www.ct.gov/oec/site/default.asp>

### **RFPs**

Current OEC funding opportunities will be posted to the [State Procurement Portal](#) and issued through DAS Procurement e-mail alerts, or can be found at the OEC website: <http://www.ct.gov/oec/cwp/view.asp?a=4546&q=546568>

## *DEPARTMENT OF HOUSING FUNDING OPPORTUNITIES*

Website: <http://www.ct.gov/doh/site/default.asp>

### **RFPs**

A list of the Department of Housing's funding opportunities will be posted to the [State Procurement Portal](#) and issued through DAS Procurement e-mail alerts, or can be found at the Department of Housing's website: <http://www.ct.gov/doh/cwp/view.asp?a=4513&q=530464>

### **Other Programs**

A list of all DOH programs can be found here:

<http://www.ct.gov/doh/cwp/browse.asp?A=4513&BMDRN=2000&BCOB=0&C=28268>

The current Funding Schedule includes all funding opportunities applicants can apply for in the current fiscal year if they are interested in capital projects with affordable housing:

[http://www.ct.gov/doh/lib/doh/funding\\_schedule\\_fy\\_2015\\_revised.pdf](http://www.ct.gov/doh/lib/doh/funding_schedule_fy_2015_revised.pdf)

## *DEPARTMENT OF MENTAL HEALTH AND ADDICTION SERVICES FUNDING OPPORTUNITIES*

Website: <http://www.ct.gov/dmhas/site/default.asp>

### **RFPs, RFQs, and RFIs**

All current DMHAS funding opportunities will be posted to the [State Procurement Portal](#) and issued through DAS Procurement e-mail alerts, or can be found at the DMHAS website:

<http://www.ct.gov/dmhas/cwp/view.asp?a=2915&q=335348>

## *DEPARTMENT OF PUBLIC HEALTH*

Website: <http://www.ct.gov/dph/site/default.asp>

### **RFPs**

All active DPH Request for Proposals will be posted to the [State Procurement Portal](#) and issued through DAS Procurement e-mail alerts, or can be viewed at the DPH website:

[http://www.ct.gov/dph/cwp/view.asp?a=3152&q=389676&dphNav\\_GID=1601](http://www.ct.gov/dph/cwp/view.asp?a=3152&q=389676&dphNav_GID=1601)



## *DEPARTMENT OF REHABILITATION SERVICES*

Website: <http://www.ct.gov/dors/site/default.asp>

### **RFPs**

All active DORS Request for Proposals will be posted to the [State Procurement Portal](#) and issued through DAS Procurement e-mail alerts.

## *DEPARTMENT OF SOCIAL SERVICES FUNDING OPPORTUNITIES*

Website: <http://www.ct.gov/dss/site/default.asp>

### **RFPs**

All current DSS Request for Proposals will be posted to the [State Procurement Portal](#) and issued through DAS Procurement e-mail alerts, or can be viewed at the DSS website:

<http://www.ct.gov/dss/cwp/view.asp?a=2345&q=304920>

## *JUDICIAL BRANCH – COURT SUPPORT SERVICES DIVISION (CSSD)*

Website: <http://www.jud.ct.gov/CSSD/default.htm>

From their website:

The Court Support Services Division (CSSD) oversees pre-trial services, family services, divorce and domestic violence, probation supervision of adults and juveniles as well as juvenile residential centers including Juvenile Detention. CSSD also administers a network of statewide contracted community providers that deliver treatment and other support services.

### **RFPs and Bidding Opportunities**

Register to receive RFP/RFQ information from the Judicial Branch:

<http://www.jud.ct.gov/BidNotices/BidRegistration.asp>

If you have questions, visit the bidder registration website:

<http://www.jud.ct.gov/external/news/busopp>

To see the latest listing of bids, log in once you have registered:

[http://www.jud.ct.gov/BidNotices/bid\\_login.htm](http://www.jud.ct.gov/BidNotices/bid_login.htm)

### **Agency Contact Information**

Brian Hill

Director of Administration, CSSD

Phone: (860) 721-2145

Email: [Brian.Hill@jud.ct.gov](mailto:Brian.Hill@jud.ct.gov)

## ***DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT FUNDING OPPORTUNITIES***

Website: <http://www.ct.gov/ecd/site/default.asp>

The CT Department of Economic and Community Development provides financial assistance for projects that will yield jobs. Their small business financial assistance webpage provides a comprehensive list of potential resources:

<http://www.ct.gov/ecd/cwp/view.asp?a=3931&q=462616&ecdNav=|>

### **Small Business Express Program**

The Small Business Express Program (EXP) provides loans and grants to Connecticut's small businesses, including nonprofit organizations, to spur job creation and growth. Funding cannot be used solely for the purpose of supporting operations. For more information about the program, including the answers to frequently asked questions and application information, visit the program's website: <http://www.ct.gov/ecd/cwp/view.asp?a=3931&q=489792>

### **EXP Contact Information**

Michelle Peters  
Small Business Express Program, DECD  
505 Hudson Street  
Hartford, CT 06106  
Phone: (860) 270-8052  
Email: [Michelle.Peters@ct.gov](mailto:Michelle.Peters@ct.gov)

### **Economic and Manufacturing Assistance Act (MAA)**

Nonprofit organizations can also be eligible for MAA funding if they have a larger, more complex project than what qualifies under the Small Business Express Program. It provides incentive-driven direct loans for projects when there is a strong economic development potential. More information can be found by contacting Tricia Paesani (see below), or by visiting DECD's webpage of financing information: <http://www.ct.gov/ecd/cwp/view.asp?a=1097&q=253520>

### **Contact DECD**

Tricia Paesani  
Business Development Manager  
Office of Business and Industry Development, DECD  
505 Hudson Street  
Hartford, CT 06106  
Phone: (860) 270-8215  
Email: [Patricia.Paesani@ct.gov](mailto:Patricia.Paesani@ct.gov)

## *STATE DEPARTMENT OF EDUCATION*

Website: <http://www.sde.ct.gov/sde/site/default.asp>

### **RFPs**

All current SDE Request for Proposals can be viewed at the Department of Education website: <http://www.sde.ct.gov/sde/cwp/view.asp?a=2683&Q=320346>

You can also subscribe to receive email alerts when RFPs through SDE are released: [http://www.sde.ct.gov/sde/guestaccount/registration\\_form.asp](http://www.sde.ct.gov/sde/guestaccount/registration_form.asp)

## *DEPARTMENT OF REVENUE SERVICES*

### **Neighborhood Assistance Act Tax Credit Program**

The Connecticut Neighborhood Assistance Act (NAA) Tax Credit Program is operated by the Department of Revenue Services and is designed to provide funding for municipal and tax exempt organizations by providing a corporation business tax credit for businesses that make cash contributions to these entities.

From the Department of Revenue Services website:

Businesses can receive a credit of 60% of their approved contribution to certain programs (or 100% in the case of certain energy conservation programs) approved by the Department of Revenue Services. Any tax credit that is not taken in the income year in which the contribution was made may be carried back to the two immediately preceding income years (beginning with the earlier of such years).

The program has a \$5 million cap, and a nonprofit organization is limited to receiving \$150,000 in annual contributions in aggregate from this program.

Necessary application forms and more information can be found at the Department of Revenue Services webpage for the program: <http://www.ct.gov/drs/cwp/view.asp?a=1447&q=266058>

## *FEDERAL GRANT OPPORTUNITIES*

The United States Department of Health and Human Services is a managing partner of Grants.gov which is the centralized location to find and apply for federal grants. Grants.gov has centralized more than 1,000 grant programs across 26 federal grant-making agencies awarding more than \$500 billion annually. You do not have to register with Grants.gov to search for grant opportunities, but you and/or your organization must complete the Grants.gov registration process to apply for a federal grant.

Website: [www.grants.gov](http://www.grants.gov)

## ***CHEFA GRANT PROGRAM***

The Connecticut Health and Educational Facilities Authority (CHEFA) provides access to tax-exempt financing and other financial assistance to institutions of higher education, healthcare institutions, childcare providers, and nonprofit organizations.

The FY 2015 CHEFA Nonprofit Grant Program is funded by an available pool of \$1.25 million and will be awarded to Connecticut nonprofit organizations that provide programming addressing the needs of Connecticut citizens in the areas of food, housing, and medical care. Individual awards will range from \$5,000 - \$75,000.

For the most up-to-date information regarding their grant program and upcoming deadlines, visit: <http://chefa.com/philanthropy>

### **Contact CHEFA**

For more information about the Connecticut Health and Educational Facilities Authority:

Website: <http://chefa.com/>

Phone: (860) 520-4700

Toll-Free within CT: (800) 750-1862.

For more information about CHEFA's grant programs, contact:

Kimberley Fontaine, Marketing and Philanthropy

Phone: (860) 761-8428

Email: [kfontaine@chefa.com](mailto:kfontaine@chefa.com)



## EMERGING FUNDING PRACTICES

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### *PAY FOR SUCCESS & NONPROFIT FINANCING*

Pay for Success (PFS) has emerged as an alternative tool for financing and is an approach for government to partner with the private sector to fund proven and promising practices. PFS is an innovative contracting and financing model that leverages philanthropic and private dollars to fund services up front, with the government paying after they generate results. This strategy has gained strong bi-partisan legislative support as a strategy for increasing return on taxpayer dollars while improving the quality of services provided in our communities.

For more information about how pay for success models work, visit this webpage from the Third Sector: <http://www.thirdsectorcap.org/pay-for-success/what-is-pay-for-success/>

### **Social Innovation Fund**

From their website:

The Social Innovation Fund (SIF) is a powerful approach to transforming lives and communities that positions the federal government to be a catalyst for impact—mobilizing public and private resources to find and grow community solutions with evidence of strong results.

The Social Innovation Fund has the simple, but vital goal of finding solutions that work, and making them work for more people.

Website: <http://www.nationalservice.gov/programs/social-innovation-fund>

### **Third Sector**

Third Sector is a nonprofit advisory firm that collaborates with government, funders, and providers to address social needs through Pay for Success and Social Innovation Financing.

Website: <http://www.thirdsectorcap.org/>

For a list of their work, including grant opportunities, visit: <http://www.thirdsectorcap.org/our-work/>

## Nonprofit Finance Fund

The Nonprofit Finance Fund is a nonprofit 501(c)(3) Community Development Financial Institution (CDFI) that supports mission-driven organizations through tailored investments and strategic advice. They offer services to help nonprofits receive loans and financing, one-on-one financial consulting services, as well as group learning and education opportunities.

Organization Website: <http://nonprofitfinancefund.org/>

Learning Hub Website: <http://payforsuccess.org/>

## CT Department of Children and Families & Pay for Success

DCF has embraced the Pay for Success model. Visit their webpage detailing their pay-for-success program: <http://www.ct.gov/dcf/cwp/view.asp?a=2534&Q=534038>

The Chronicle of Social Change's PFS Watch, a running column for subscribers covering the emergence of youth-related pay-for-success and social impact bond projects, released an article highlighting Connecticut's Department of Children and Families pay-for-success program:

[Connecticut's DCF Pay for Success Initiative.pdf](#)

## Additional Pay for Success Resources and Opportunities

- [Pay for Success Learning Hub Library](#) (Nonprofit Finance Fund)
- [Pay for Success Resources for Early Childhood](#) (Institute for Child Success)
- [CNCS Social Innovation Fund: List of Requests for Proposals](#)
- [Using Pay for Success in Social Justice Systems](#) (National Council on Crime & Delinquency)
- [Third Sector's SIF Pay for Success Competition](#)
- [Child Care Financing: Challenges & Opportunities](#) (Institute for Child Success)
- [Assessing Nonprofit Risk in PFS Deals](#) (Center for Employment Opportunities)
- [Foundations for Social Impact Bonds](#) (Social Finance U.S.)

## RESET SOCIAL ENTERPRISE TRUST

From their website:

reSET, the Social Enterprise Trust, is a nonprofit organization whose mission is to promote, preserve and protect social enterprise as a viable concept and a business reality. Social enterprises are taxpaying businesses with double bottom line — creating profit and creating social impact. reSET's strategic goal is to make Connecticut the state for social enterprise.

Social enterprise is a hybrid business model that harnesses the power of business to generate both purpose and profit. Social enterprises create solutions to our communities' social and environmental problems while at the same time driving economic growth by creating jobs and businesses.

reSET offers a community space, an investment fund, consulting assistance, and additional services. For more information, visit their website: <http://www.socialenterprisetrust.org/>



STATE OF CONNECTICUT  
GOVERNOR DANIEL P. MALLOY

## STATE HEALTHCARE LICENSING FOR COMMUNITY-BASED ENTITIES

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A common application has been developed for certain licenses and services contracted with the Department of Public Health (DPH), Department of Children and Families (DCF), and the Department of Developmental Services (DDS). More information about the licensing process and the services affected can be found at the Uniform Licensing Application website:

<http://das.ct.gov/fp1.aspx?page=443>

This program utilizes the DAS-BIZNET system, which most agencies already use, to collect and store license applications and other required licensing documentation. This will improve the efficiency of the licensing process by consolidating the requirements of each agency's licensing process and eliminating unnecessary duplication of documents submitted for licensing purposes.

### Contact Information

Please contact the following state agency licensing staff for more information:

#### Department of Public Health

Sandra Bauer  
Licensing Examination Assistant  
Phone: (860) 509-8023  
Email: [Sandra.Bauer@ct.gov](mailto:Sandra.Bauer@ct.gov)

#### Department of Children and Families

James McPherson  
Program Manager  
Phone: (860) 550-6532  
Email: [Jim.McPherson@ct.gov](mailto:Jim.McPherson@ct.gov)

#### Department of Developmental Services

David Sokolow  
Quality Review Specialist Supervisor  
Phone: (860) 418-6096  
Email: [david.sokolow@ct.gov](mailto:david.sokolow@ct.gov)



STATE OF CONNECTICUT  
**GOVERNOR DANIEL P. MALLOY**

## **ADDITIONAL RESOURCES**

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### *TAX INFORMATION FOR NONPROFIT ORGANIZATIONS*

#### **CT Department of Revenue Services – Sales Tax Information**

Website for nonprofit organizations: <http://www.ct.gov/drs/cwp/view.asp?a=1541&q=270818>

Complete a CERT-119 Form and attach a copy of your tax determination letter to ensure eligibility: <http://www.ct.gov/drs/lib/drs/forms/2004forms/certificates/cert-119.pdf>

For exemption from tax on food and lodging, use CERT-123:  
<http://www.ct.gov/drs/lib/drs/forms/2005forms/certificates/cert-123.pdf>

Additional exemption certificates can be found on the Department of Revenue Services website:  
<http://www.ct.gov/drs/cwp/view.asp?a=1477&q=445816>

#### **Office of Policy and Management – Property Tax Information**

Property tax exemptions for the State of Connecticut are listed in CGS §12-81:  
<http://www.cga.ct.gov/2011/pub/chap203.htm>

To be eligible for property tax exemptions as listed in the above link, the organization must file a Form M-3 Quadrennial Report with the town's assessor (Contact your town for the form).

For more information and specific questions regarding property taxes, contact:

Shirley H. Corona  
Fiscal Administrative Manager  
Intergovernmental Policy Division  
Office of Policy and Management  
Phone: (860) 418-6221  
Email: [shirley.corona@ct.gov](mailto:shirley.corona@ct.gov)



## ***CT DEPARTMENT OF LABOR VETERAN'S PROGRAMS***

The Connecticut Department of Labor's Office for Veterans' Workforce Development assists veterans in acquiring the various benefits and services they are entitled to receive and to make the transition from military to civilian life as seamless as possible. The website includes information on employment assistance, unemployment insurance, veteran preference and benefits options, training opportunities, women's issues, job fairs, career coaching, résumé preparations, job search workshops, veteran's services, as well as legislative updates and current events relating to veterans.

Website: <http://www.ctdol.state.ct.us/veterans/>

## ***UNITED WAY OF CONNECTICUT***

Find your local Connecticut United Way chapter:  
<http://www.ctunitedway.org/Who/CTUWays.asp>

### **United Way 2-1-1**

United Way 2-1-1 can connect you to local service from utility assistance, food, housing, child care, after school programs, elder care, crisis intervention, and more. Dial 2-1-1 from anywhere in Connecticut and you will reach a trained call specialist who can assess your needs and provide referrals to the resources in your community. Call specialists can help callers find assistance for complex issues such as financial problems, substance abuse and suicide prevention, and for simpler issues such as finding volunteer opportunities and donation options. 2-1-1 is available 24 hours a day every day of the year. Multilingual assistance and TDD access is also available.

From their website:

United Way 2-1-1's continually updated, comprehensive database of 4,600 agencies providing over 48,000 programs and services is available for you to [search online](#). Search by location, service category, service term, or agency to find the resources you need.

More information can be found at their website: <http://www.211ct.org>

### **ALICE Report**

In November 2014, the sixteen Connecticut United Ways released the ALICE Report.

From their website:

The ALICE Report is a data-driven, comprehensive research project that quantifies the situation confronting many low-income working families in communities across the state. The Report documents that the number of Connecticut households unable to afford all of life's basic necessities far exceeds the official federal poverty statistics. United Way calls this newly revealed demographic **ALICE**, an acronym for **A**sset **L**imited, **I**ncome **C**onstrained, **E**mployed.

More information as well as the full report is available at <http://alice.ctunitedway.org/>

## *EMERGENCY COMMUNICATIONS IN CONNECTICUT*

### **Governor's Emergency Communications Task Force**

On January 1, 2015, the Governor's Emergency Communications Task Force released their final report to the Governor detailing emergency preparedness and communications across the state, including recommendations on non-emergency communications. The primary goal of the recommendations is to enhance preparedness and response in Connecticut by bolstering current best practices and implementing new practices to communicate successfully with all of the state's residents during dangerous weather events, significant public safety threats, and other emergency situations.

The Task Force, made up of a cross-section of representatives from state agencies, nonprofit organizations, the media, including Spanish and Portuguese media, as well as individuals from communities across Connecticut, developed a set of five overarching recommendations:

- Address diverse language issues in multiple ways, including engagement of private and public sector partners
- Enhance public preparedness messaging and individual resilience
- Emphasize and support local planning and preparedness initiatives related to communicating with all community members
- Enhance state agency communications resources to assist in emergency preparedness, response, and recovery messaging
- Continue the work of the Governor's Communications Task Force in order to implement these recommendations

Visit the [Task Force's website](#) for updates and links to publications.

### **Business Finder – Mobile Tool for Emergencies**

Governor Dannel P. Malloy along with the Department of Consumer Protection launched a public tool that provides information about where to get medicine, supplies, or treatment when travel is difficult and business closures are prevalent in the event of a natural disaster, storm, or other type of emergency.

From a press release:

"Business Finder" – located at <http://businessstatus.ct.gov> – is a web-based, mobile optimized database that allows pharmacies, dialysis centers, and oxygen suppliers to update business information in real-time before and during an emergency, so customers can find a store or treatment center that is open and can meet their needs.

For more information, please visit Governor Malloy's website:

<http://www.governor.ct.gov/malloy/cwp/view.asp?a=4010&Q=561646>

## *CONNECTICUT COUNCIL OF PHILANTHROPY*

According to their website:

The Connecticut Council for Philanthropy is a statewide association of grantmakers committed to promoting and supporting effective philanthropy for the public good. The Council is dedicated to providing its members with the highest quality programs, resources and services, networking opportunities, and insight and news about grantmaking and philanthropy.

The Council's members represent a diverse range of grantmakers and include foundations with few or no staff to very large institutions, corporate giving programs and individual philanthropists. The majority of members are located throughout the state, but also includes out-of-state grantmakers who fund in Connecticut.

Website: <https://www.ctphilanthropy.org/>

A list of links to external organizations and resources that support philanthropy, charitable giving, and nonprofit organizations: <https://www.ctphilanthropy.org/resources>

Grants and other opportunities from area foundations:

<https://www.ctphilanthropy.org/news-type/grants-other-opportunities>

## *CONNECTICUT COMMUNITY FOUNDATIONS*

Towns and cities across Connecticut are represented by one or more community foundations which often have grant opportunities for nonprofit organizations. For a complete list of community foundations including contact information and the municipalities they serve, please visit the community foundation directory at the Connecticut Council of Philanthropy:

<https://www.ctphilanthropy.org/directory-community-foundations-serving-connecticut>

## *RESULTS BASED ACCOUNTABILITY (RBA)*

The Connecticut General Assembly Appropriations Committee website includes links to both internal and external resources regarding Results Based Accountability:

<http://www.cga.ct.gov/app/rba/>

The CT Commission on Children employs RBA extensively. Visit their website to view their Results-Based Accountability and Annual Reports,

[http://www.cga.ct.gov/coc/annual\\_reports.htm](http://www.cga.ct.gov/coc/annual_reports.htm)

## *CONNECTICUT SOCIETY OF CPAs*

Website: <http://www.ctcpas.org>

Find a CPA in your area that specializes in nonprofit accounting:

<http://www.ctcpas.org/public/referral/findcpa.aspx>

### *CONNECTICUT SOCIETY OF ASSOCIATION EXECUTIVES*

According to their website, the Connecticut Society of Association Executives: offers a variety of services, programs and activities designed to strengthen an organization's work as an association. They offer information, education, and networking opportunities for members who "manage trade, professional and philanthropic associations or work for associate member companies which provide products and services to the association community."

Website: [http://www.csae.net/\\_csae](http://www.csae.net/_csae)

### *ASSOCIATION OF FUNDRAISING PROFESSIONALS – CT CHAPTER*

According to their website:

AFP Connecticut Chapter has more than 200 members and is part of the International Association of Fundraising Professionals (AFP)...AFP members work to advance philanthropy through advocacy, research, education, and certification programs. They foster development and growth of fundraising professionals and promote high ethical standards in the profession.

Website: <http://afpct.afpnet.org/>



## LEGISLATIVE ADVOCACY

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To find your legislators and information about contacting them, visit the Connecticut General Assembly Website: <http://www.cga.ct.gov/>

In addition to identifying the legislators representing the district where your agency is located, also identify those additional areas you provide service and where your clients live.

If visiting the Capitol to meet with your legislators, it is a good idea to bring your business cards, a number of copies of a **one-page** fact sheet that explains your agency and what it is you are asking for.

Your trade associations can provide extensive information about talking points and messaging.



## STATEWIDE PROCESS IMPROVEMENT

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The State of Connecticut has committed to implementing a statewide process improvement initiative to apply LEAN practices and principles to state agencies.

LeanCT is the program within the [Office of Finance](#) at the [Office of Policy and Management](#) (OPM) that is responsible for the daily management and coordination of Connecticut's statewide process improvement initiative.

The process improvement initiative analyzes state agency operations to:

1. streamline processes,
2. reduce bottlenecks,
3. eliminate waste,
4. establish standardized work flow, and
5. prioritize available resources to promote economic growth, improve customer service, and increase productivity.

### *WHAT IS LEAN?*

According to OPM, LEAN refers to the application of a variety of methods and tools that are used to identify and implement the most efficient ways to provide government services, often in the context of utilizing new technologies. LEAN tools allow an analysis of each step within a process, elimination of the unnecessary parts (such as wait time), and standardization of the process so that it can be streamlined and replicated.

Follow this link to learn more about the LEAN process, find resources, and the state's vendor contract: [http://www.ct.gov/opm/cwp/view.asp?a=4595&q=538306&opmNav\\_GID=2162](http://www.ct.gov/opm/cwp/view.asp?a=4595&q=538306&opmNav_GID=2162)

### **Contact Information**

A list of helpful links can be found at OPM's LeanCT website, including LEAN initiatives at different State agencies, press releases from the Governor, and benchmark reports: <http://www.ct.gov/opm/cwp/view.asp?a=4595&q=540010&opmNav=56427>

#### Agency Contact Information

Alison Newman Fisher  
Program Director, LeanCT, OPM  
Phone: (860) 418-6212  
Email: [alison.fisher@ct.gov](mailto:alison.fisher@ct.gov)



STATE OF CONNECTICUT  
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## TECHNICAL ASSISTANCE

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### *CT DEPARTMENT OF ECONOMIC AND COMMUNITY DEVELOPMENT*

From their website:

The Department of Economic and Community Development (DECD), both directly and through its partner network, offers a broad range of technical assistance programs and services to help small organizations maintain their competitive edge.

Visit the department's website for more information about the services they offer, as well as to see a list of links to partner organizations offering technical assistance, such as the University of Connecticut, the Connecticut Economic Resource Center, the Service Corps of Retired Executives, and many others:

<http://www.ct.gov/ecd/cwp/view.asp?a=3931&q=462630&ecdNav=|>

### *PRO BONO PARTNERSHIP*

From their website:

Pro Bono Partnership provides business and transactional legal services to nonprofit organizations serving the disadvantaged or enhancing the quality of life in communities across New York, New Jersey, and Connecticut.

The Partnership provides nearly all of its services without charge through individual and institutional donors, its experienced legal staff, and the volunteer participation of the broader legal community. A staff attorney is assigned to each legal matter, providing ongoing support to volunteers and clients as needed, helping to ensure the highest quality representation.

More information can be found at their website: <http://www.probonopartnership.org/>

## *HARVARD BUSINESS SCHOOL CLUB OF CONNECTICUT – COMMUNITY PARTNERS*

From their website:

Community Partners (CP) is an all-volunteer organization, run by and for Connecticut-based graduates of the Harvard Business School. The organization's mission is to create opportunities for alumni to work together to promote excellence in nonprofit management throughout the state. Working in teams, alumni undertake pro bono management consulting projects and conduct workshops on topics of special interest to local nonprofit organizations.

Harvard Community Partners also occasionally offers scholarships and grant awards. More information can be found at their website:

[http://www.hbsconnecticut.org/community\\_partners.html](http://www.hbsconnecticut.org/community_partners.html)





## NONPROFIT EMPLOYMENT DATA

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In 2014, the Nonprofit Employment Data Work Group of the [Governor's Cabinet on Nonprofit Health and Human Services](#) compiled employment data resources with the help of the [Connecticut Department of Labor](#). A selection of that information can be found below.

These resources help to identify current and trend data which are able to provide nonprofit organizations useful information in strengthening their organization as well as to inform public policy and advocate for their needs to increase sustainability and long-term viability.

To read the complete 2014 Report to the Governor from the Cabinet on Nonprofit Health and Human Services, including the Appendix materials, please visit the Cabinet's website: <http://www.ct.gov/opm/cwp/view.asp?Q=490946>

### *DEFINITIONS*

The United States adopted the North American Industry Classification System (NAICS) and the Standard Occupational Classification (SOC) as the standard industrial and occupational classification systems to be used by all Federal statistical agencies to provide a means of comparing data across agencies. The NAICS code is a broad industry code used to classify establishments with employees. This report primarily uses information related to NAICS 62, which is the Health Care and Social Assistance industry. The SOC system references more specific job functions within the larger industry classification system, and would include titles such as "Social and Community Service Managers" (SOC: 11-9151) or "Home Health Aides" (SOC: 31-1011).

### *RESEARCH DATA ON THE NONPROFIT SECTOR*

The United States Bureau of Labor Statistics developed research data on employment, wages, and establishment figures for nonprofit institutions. This information can be found online at: <http://www.bls.gov/bdm/nonprofits/nonprofits.htm>

### *OCCUPATION INFORMATION, NATIONAL DATA*

O\*NET OnLine is sponsored by the United States Department of Labor, Employment & Training Administration. This resource provides a comprehensive look at occupations by detailing core competencies, education requirements, description of duties, and additional information. This resource can be found online at: <http://www.onetonline.org/>

## *OCCUPATION INFORMATION, CONNECTICUT DATA*

The Connecticut Department of Labor, Office of Research provides a detailed look at specific occupations, including job descriptions, educational and license requirements, wage rates, and employment outlook. In this report, we looked at information using the following occupation codes and titles (Links will open the associated Occupation Profile webpage found at the CT Department of Labor website):

[11-9151 – Social and Community Service Managers](#)  
[21-0000 Community and Social Service Occupations](#)  
[21-1011 Substance Abuse and Behavioral Disorder Counselors](#)  
[21-1021 Child, Family, and School Social Workers](#)  
[31-1011 Home Health Aides](#)  
[21-1093 Social and Human Service Assistants](#)  
[39-9021 Personal and Home Care Aides](#)

A compilation of the description, areas of knowledge needed, required skills, and education & training requirements of the above occupations can be found as a PDF on the website of the Governor's Cabinet on Nonprofit Health and Human Services, at the following link:  
[http://www.ct.gov/opm/lib/opm/Core\\_Competencies\\_Appendix.pdf](http://www.ct.gov/opm/lib/opm/Core_Competencies_Appendix.pdf)

## *WAGE INFORMATION*

Connecticut Occupational Employment and Wages is a tool created by the Connecticut Department of Labor, Office of Research that provides accurate and meaningful wage information. Employers may find the data useful as a guide in analyzing pay scales; job seekers and students could utilize the information in making employment and career decisions; program planners should be aware of employment and wage levels in determining training programs to be offered. This tool can be found at the following link:  
<http://www1.ctdol.state.ct.us/lmi/wages/statewide2014.asp>

The United States Bureau of Labor Statistics has an Occupational Employment Statistics data sort tool that allows you to find wage and employment data for specific occupations, and can be found here: [http://data.bls.gov/oes/search.jsp?data\\_tool=OES](http://data.bls.gov/oes/search.jsp?data_tool=OES)

## *NONPROFIT ECONOMIC IMPACT STUDY IN NEW LONDON, CT*

In December 2014, the Nonprofit Economic Impact Study (NEIS), authored by economist Stanley McMillen, Ph.D., was released. The study was written with grant funding from the Chamber of Commerce of Eastern Connecticut, the United Way of Southeast Connecticut, and the Community Foundation of Eastern Connecticut.

The study serves as a tool for advocacy and as a resource for important economic indicators across the nonprofit industry.

The report demonstrates the impact New London County's 150 health and human service nonprofit organizations have on workforce development, transportation, educational programs, and access to healthcare for individuals and families. These organizations account for more than 11,000 jobs and nearly \$560 million in wages, which accounts for seven percent of the area's entire economy.

Follow the links to read the:

Executive Summary: <http://www.thearcnlc.org/pdf/studies/NEIS%20Exec%20Summ.pdf>

Report Summary: <http://www.thearcnlc.org/pdf/studies/NEIS%20Summary%20Presentation.pdf>

Full Report: <http://www.thearcnlc.org/pdf/studies/NEIS%20FINAL.pdf>



STATE OF CONNECTICUT  
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## DATA & TECHNOLOGY RESOURCES

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### *CONNECTICUT OPEN DATA PORTAL*

Governor Malloy's [Executive Order No. 39](#) created the Connecticut Open Data Portal, which serves as an online portal where data collected across all state government agencies is shared with the public. All members of the public have the opportunity to use the data posted to the online portal, which gives users the opportunity to visualize data through graphs or charts and on maps when applicable. The database is managed and administered by Tyler Kleykamp of the Office of Policy and Management (OPM), who serves as the portal's Chief Data Officer (CDO).

Website: <https://data.ct.gov/>

### *TECHSOUP*

From their website:

TechSoup is a nonprofit organization connecting nonprofit organizations with technology products and solutions, plus learning resources needed to make informed decisions about technology and helping organizations operate at their full potential.

They offer free resources, including articles, webinars, and forums led by expert hosts, which are available to all users. Once registered with TechSoup, [nonprofit organizations] can access donated and discounted products and services, including high-quality refurbished hardware, and software from partners such as QuickBooks and Microsoft Office.

To register and find more information, visit: <http://www.techsoup.org/>



STATE OF CONNECTICUT  
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## COLLABORATIONS AROUND CONNECTICUT

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### *GOVERNOR'S PREVENTION PARTNERSHIP*

With a focus on Connecticut's youth, the Governor's Prevention Partnership is a statewide public-private alliance, building a strong, healthy future workforce through leadership in mentoring and prevention of violence, underage drinking, alcohol, and drug abuse.

Website: <http://www.preventionworksct.org/>

### *JUVENILE JUSTICE ALLIANCE*

The Connecticut Juvenile Justice Alliance (CTJJA) was launched in November 2001 as a collaborative effort of the Center for Children's Advocacy, Connecticut Voices for Children, RYASAP, and The Tow Foundation.

The mission of the Connecticut Juvenile Justice Alliance is to reduce the number of children and youth entering the juvenile and criminal justice system, and advocate a safe, effective, and fair system for those involved.

Website: <http://www.ctjja.org/>

### **Contact Information**

Abby Anderson  
Executive Director, CTJJA  
2470 Fairfield Ave.  
Bridgeport, CT 06605  
Phone: (203) 579-2727  
Email: [abby@ctjja.org](mailto:abby@ctjja.org)

## *REGIONAL YOUTH ADULT SOCIAL ACTION PARTNERSHIP (RYASAP) – BRIDGEPORT COLLABORATION*

According to their website:

Established in 1985 and serving the Greater Bridgeport region, RYASAP works to ensure the safe and healthy development of youth, young adults, and families by actively engaging organizations, public officials, and community leaders around issues that matter most to the community.

RYASAP's work has created statewide "best practice" models for other programs and communities' adoption.

Website: <http://www.ryasap.org/>